

A Study on Influence of Stress Towards Employee Performance in Private Banking Industry

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ABSTRACT--- Performance is the key word that rules every organization. It is the lifeline that can make an organization cherish or perish. The performance thus so crucial is cent percent materialized only through employees whose stress level has a direct impact on the organization's overall performance. This study attempts to study the influence of stress towards employee performance in private banking industry, the sector deemed to be one of the busiest and competitive one, susceptible to high dynamism. Hence a proper study to analyze the factors causing stress and implementing appropriate stress management strategies are of paramount interest and necessity. The findings of the study revealed the need for age specific and work experience specific stress management strategies to be effective in contrast to the common strategies in application. The study was specific to selected private banks of Salem district with a sample size of 108. Convenience sampling method was employed and a well structured questionnaire comprising of 23 questions was administered to procure primary data, that was statistically analyzed using simple percentage analysis, Chi-square and ANOVA. The results thus obtained were interpreted which signifies need for formulation of stress management strategies specific to the work experience of the employees to sustain and improve performance of private banking sector.

I. INTRODUCTION

Occupational stress can be occurred when there is a misalliance between an employee expectation and the work atmosphere. In common, the higher the unevenness between external (organisational) demands and an individual's (employee's) abilities higher is the level of stress. As a natural phenomenon, human beings can bear certain level of stress, which has physical and psychological effects on employees and can construct positive or negative thoughts. Few have high levels of stress tolerance and they adopt and adjust towards stressors in the environment but remaining struggle to cope up with it and their career progress also gets clogged there itself. As a positive effect, stress can make the employee to face the challenges, when employees accept the challenges and climate changes in the organisation, obviously it would lead to achieve organisational goal. Negative effects reflects on employees' health and its psychological outputs will be destructive, such as, depression, anger and rejection, which in turn can lead to physiological problem such as chronic headache, rashes, insomnia, acidity, obesity, hypertension and heart diseases. And finally both psychological and physiological effects reflect on performance factors such as absenteeism, productivity, work effectiveness, morale, and relationship with co-workers and motivation.

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Stress affects all level of employees from strategic level to operational level in baking sector. Technological advancement is unavoidable in the contemporary competitive world, specifically in banking sector. Whenever there is an advancement in technology, stress is also chained with it, after new economic policies each and every sector has to compete with foreign organisation and most particularly in banking sector with the arrival of foreign banks. It results on increased competition, dynamic customer demands, prompts customer services, time pressure, target and role conflicts and it causes stress to bank employees. Hence, stress has high influence on organization members' performance and activities. Managers, staff, and clients are under the influence of certain mental states, act in such a manner that its replication on organization's efficiency is perceptible.

Effects of Stress: Organizations are artificial system run by employees. Employees who work in highly stressful situations develop undesirable tendencies in their working behaviour. According to medical science, stress affects the human body and sub systems of human body such as nervous system, immune system and blood pressure. When the employees are affected by stress it not only effect on employees but also reflect on the organizations' growth because the employees are vital and rational resources of the organisation.

Key effects of stress are:

Performance: Stress directly affects the performance of individual employees in an organization. It eventually contributes to low productivity of the entire organization, since the organization runs through these employees

Attitude: Employees who face highly stressful situation constantly for an extended period are inevitable to practise some change in attitude. Stress cultivate negative thinking, low morale and low job satisfaction and be unsuccessful to keep friendly interpersonal relations with peer groups.

Reversal Behaviour: Stress affected employees also results in Behaviour. In such cases, it increases non-attendance, affects the internal atmosphere of the organization.

Objective of the study:

- ✓ To analyse stress factors among private bank employees.
- ✓ To identify how stress affects the performance of employees among private banks.
- ✓ To identify which factors highly affects performance of bank employees

Significance of study:

This study would serve as a base to identify the crucial factors that directly affect the bank employees in terms of their mental and physical well being and their performance. It will prove to be an eye-opener to materialize ways to mitigate the stressors thus identified and ease the stress levels of private bank employees.

II. LITERATURE REVIEW

(S Uma Mageswari, May. 2014) The author has tried to find out the stress factors (stressors) and to examine the coping strategies employed by bank employees. The researcher discussed that certain level of positive and bearable stress is inevitable in the competitive world and moreover stress management practices doesn't all the time reduce or exterminate stress but its helps to retain the stress at an optimum level. Though the overall stress is moderate at present, it could be further budged to manageable level by giving special attention to the stressors, managerial decision policies and job contents. In private banks, desired level of stress could be infused by paying attention to role factors in addition to managerial and job factors. In the same way, management would attempt to satisfy employee at the strategic level, who experience 'dis stress'. Exclusive training on coping strategies may be arranged for certain groups of employees who are older or who have higher qualifications, since they not only differ in the perception of stressors but also in the coping strategies, by making them recognize the appropriate coping strategies, stress could be proactively reduced.

(Dhankar, June 2015) The author had inspected the occupational stress level among employees of banking sector. Hence, could not conclud that a single factor is responsible for the stress in banking employees'. Factors like work overload, role ambiguity, job rotation practices, transfer practices, time pressure, close supervision, confliction, poor relationship with co-workers, gender discrimination etc., are responsible for stress.

Occupational stress is inevitable in advanced life. Typically, it right away affect the employee health, abating the productivity and proficiency. In upcoming days, exterminating occupational stress would be part of company policy of the organizations and be seen as an imperative strategy to enhance employee satisfaction.

(Jayashree, 2014) The author has conversed that stress is inexorable in the banking sector. The findings show that a majority of the employees experienced severe stress-interrelated disorders and a lot of psychosomatic problems. So that, the recommendation in her study discloses that the management should take appropriate initiatives in facilitating their employees to conquer its disastrous effect.

Limitation of the study

- Research was based on the questionnaire method.
- Sample size was limited to 108.
- Convenience sampling technique was engaged and it was restricting to only private bank employees in Salem district. So the findings of these studies are limited to Salem district only due to cost and time constraints.

III. RESEARCH METHODOLOGY

Data collection: Primary and secondary data are collected for this research, primary data was collected through a well-structured questionnaire which was personally handed out to the respondents during their break timings to seek their responses. Secondary data was collected with the help of online sources, text books, articles, magazines and newspapers. Convenient sampling technique was used for data collection.

Sample size: For the research purpose the samples were collected from 108 private bank employees in Salem district.

Tools: Simple percentage analysis, Chi-Square and ANOVA are used for analysis of data with the help of SPSS.

IV. DATA ANALYSIS AND INTERPRETATION

A. Simple percentage analysis

Table 1 - Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	80	74.1	74.1	74.1
	Female	28	25.9	25.9	100.0
	Total	108	100.0	100.0	

Interpretation

The above table reveals that 74.1% are male and 25.9% are female.

Table 2 - Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30 Years	40	37.0	37.0	37.0
	31-40 Years	44	40.7	40.7	77.8
	41-50 Years	24	22.2	22.2	100.0
	Total	108	100.0	100.0	



Interpretation

37 % of the respondents belong to the age category of 20-30 years, 40.7% fall between 31 to 40 years, 22.2% between 41-50 years and 10% are above 51 years of age.

Table3 - Work Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0-5 Years	30	27.8	27.8	27.8
6-10 Years	34	31.5	31.5	59.3
11-15 Years	28	25.9	25.9	85.2
16-20 Years	16	14.8	14.8	100.0
Total	108	100.0	100.0	

Interpretation

27.8 % respondents possess work experience of 0-5 years, 31.5% has 6-10 years experiences, 25.9% with 11-15 years, 14.8% have 16-20 years' experience

Table 4 - Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Married	70	64.8	64.8	64.8
Single	38	35.2	35.2	100.0
Total	108	100.0	100.0	

Interpretation

The table shows 64.8% married and 35.2% unmarried.

Chi-Square Analysis

Table 5 - Increased Absenteeism

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Calculated value	Table Value	
Gender	Male	6	30	18	18	8	80	3.708 ^a	9.488
	Female	0	10	6	10	2	28		
Total	6	40	24	28	10	108			

Interpretation

From the above table it is found that calculated value < table value at 5% level of significance. Hence null hypothesis is accepted. It is inferred that there is no significant relations between increased absenteeism and gender.

Table 6 - Decreased productivity

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Calculated value	Table Value	
Gender	Male	4	18	32	20	6	80	10.635 ^a	9.488
	Female	0	10	4	8	6	28		
Total	4	28	36	28	12	108			

Interpretation

From the above table it is found that calculated value > table value at 5% level of significance. Hence null hypothesis is rejected. It is inferred that decreased productivity is significantly related to gender.

Table 7 - Lack of relationship with Co-workers

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Calculated value	Table Value	
Gender	Male	8	22	20	24	6	80	11.990 ^a	9.488
	Female	0	8	8	4	8	28		
Total	8	30	28	28	14	108			

Interpretation

From the above table it is found that calculated value > table value at 5% level of significance. Hence null hypothesis is rejected. It is inferred that lack of relationship with co-workers is significantly related to gender.



Table 8 - Reduced work effectiveness

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Calculated value	Table Value
Marital Status	Married	12	8	26	20	4	70	6.151 ^a	9.488
	Single	2	4	12	14	6	38		
Total		8	30	28	28	14	108		

Interpretation

From the above table it is found that calculated value < table value at 5% level of significance. Hence null hypothesis accepted. It is inferred that reduced work effectiveness is not significantly related to gender.

Table 9 - Lack of motivation

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Calculated value	Table Value
Marital Status	Married	12	12	12	22	12	70	12.205 ^a	9.488
	Single	4	14	12	4	4	38		
Total		16	26	24	26	16	108		

Interpretation

From the above table it is found that calculated value > table value at 5% level of significance. Hence null hypothesis rejected. It is inferred that lack of motivation is significantly related to gender.

Analysis of Variance

Table 10 - Age and performance factors

ANOVA Table							
		Sum of Squares	df	Mean Square	F	Sig.	
Increased Absenteeism * Age	Between Groups (Combined)	3.437	2	1.718	1.405	.250	
	Within Groups	128.415	105	1.223			
	Total	131.852	107				
Decreased productivity * Age	Between Groups (Combined)	4.660	2	2.330	2.166	.120	
	Within Groups	112.970	105	1.076			
	Total	117.630	107				
Lack of relationship with Co-workers * Age	Between Groups (Combined)	15.165	2	7.582	6.129	.003	
	Within Groups	129.909	105	1.237			
	Total	145.074	107				
Reduced work effectiveness * Age	Between Groups (Combined)	10.206	2	5.103	4.122	.019	
	Within Groups	129.979	105	1.238			
	Total	140.185	107				
Intention to leave job * Age	Between Groups (Combined)	39.876	2	19.938	17.795	.000	
	Within Groups	117.642	105	1.120			
	Total	157.519	107				
Reduced job satisfaction * Age	Between Groups (Combined)	2.696	2	1.348	1.200	.305	
	Within Groups	117.933	105	1.123			
	Total	120.630	107				



Inference:

From the above table it is found that the factors like lack of relationship with co-workers (F= 6.129) (P=.003), reduced work effectiveness (F=4.122) (P=.019), Intention to leave job (F=17.795) (P=.000) are statistically significant at 5% level of significance. Therefore null hypothesis is rejected at 5% level of significance. Hence it is concluded that lack of relationship with co-workers, Intention to leave job, reduced work effectiveness have significant difference towards Age factor among employees of private banking sector.

Table 11 - Work experience and performance factors

			ANOVA Table				
			Sum of Squares	Df	Mean Square	F	Sig.
Increased Absenteeism * Work Experience	Between Groups	(Combined)	2.391	3	.797	.640	.591
	Within Groups		129.460	104	1.245		
	Total		131.852	107			
Decreased productivity * Work Experience	Between Groups	(Combined)	2.452	3	.817	.738	.532
	Within Groups		115.178	104	1.107		
	Total		117.630	107			
Lack of relationship with Co-workers * Work Experience	Between Groups	(Combined)	7.785	3	2.595	1.966	.124
	Within Groups		137.289	104	1.320		
	Total		145.074	107			
Reduced work effectiveness * Work Experience	Between Groups	(Combined)	14.840	3	4.947	4.104	.009
	Within Groups		125.346	104	1.205		
	Total		140.185	107			
Intention to leave job * Work Experience	Between Groups	(Combined)	40.282	3	13.427	11.911	.000
	Within Groups		117.236	104	1.127		
	Total		157.519	107			
Reduced job satisfaction * Work Experience	Between Groups	(Combined)	9.455	3	3.152	2.948	.036
	Within Groups		111.175	104	1.069		
	Total		120.630	107			

Inference:

From the above table it is found that the factors like Liking to stay Reduced work effectiveness (F= 4.104) (P=.009) intention to leave job (F=11.911) (P=.000) and reduced job satisfaction (F=2.948) (P=.036) are statistically significant at 5% level of significance. Therefore null hypothesis is rejected at 5% level of significance. Hence it is concluded that reduced work effectiveness, intention to leave job, reduced job satisfaction are factors that show significant difference towards work experience factors noticed among the employees of private banking sector.

V. CONCLUSION

The findings of this study reveal that decreased productivity, lack of relationship with co-workers and lack of motivation are significantly related to gender. Hence, it would be crucial to devise stress management strategies that are specific of each gender. It also reveals

that lack of relationship with co-workers, Intention to leave job, reduced work effectiveness are the factors that show significant difference towards Age factor among employees of private banking sector. Thus proper cognition of the relevance and significance of these factors with respect to age will prove to be highly beneficial. It's shown that reduced work effectiveness, intention to leave job, reduced job satisfaction are factors that show significant difference towards work experience factors. Therefore, formulation of stress management strategies specific to the work experience of the employees is very important to hone performance of private banking sector.



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